2021 INVESTOR DAY

Lazada - Driving the Evolution of E-Commerce in Southeast Asia

LI Chun, CEO of Lazada Group

01 Who We Are and Our Progress

02 Building Winning Capabilities

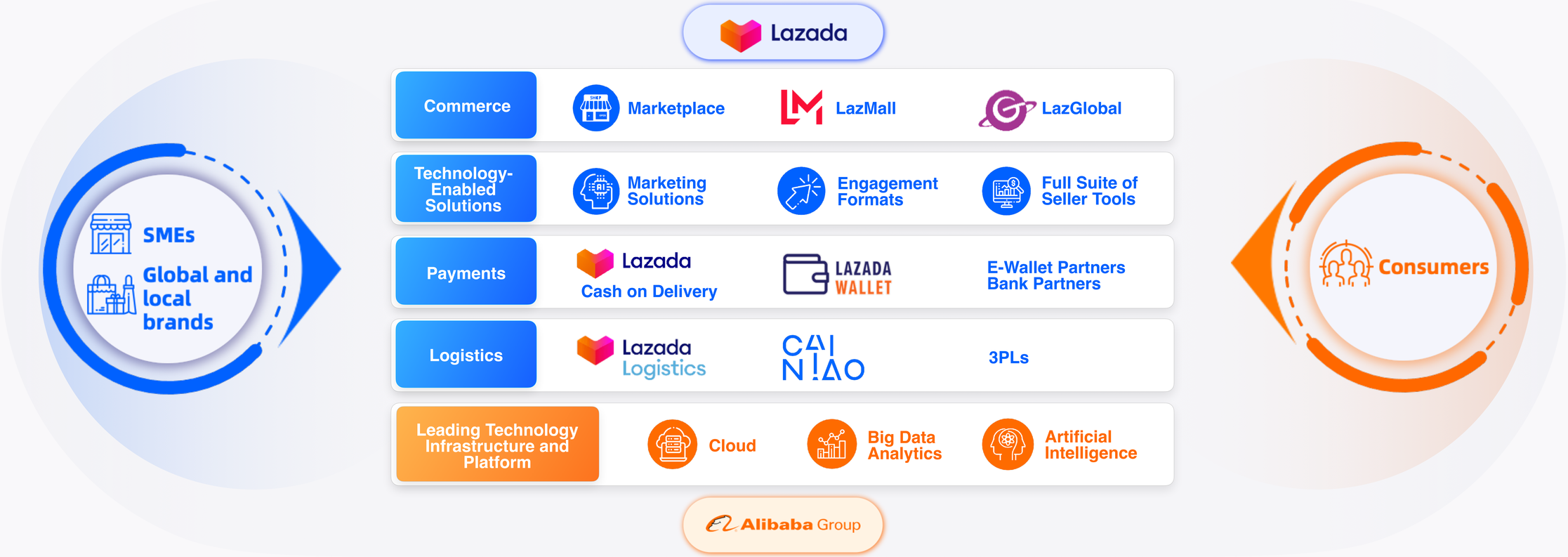
03 Our Future Ambitions

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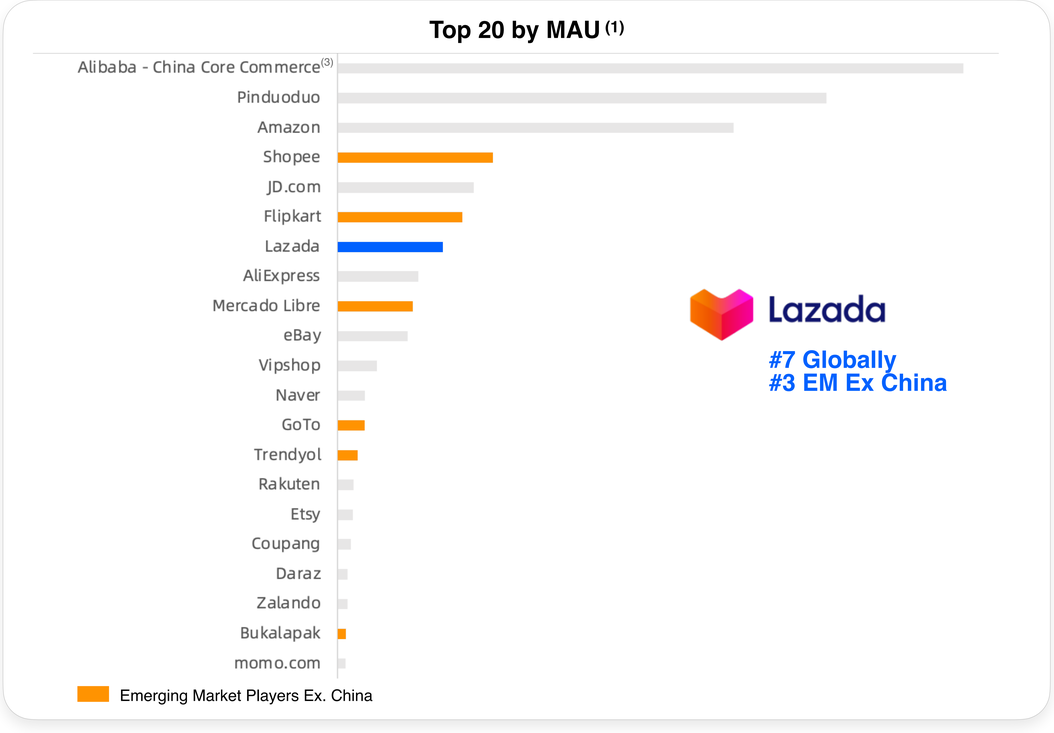
02 Building Winning Capabilities

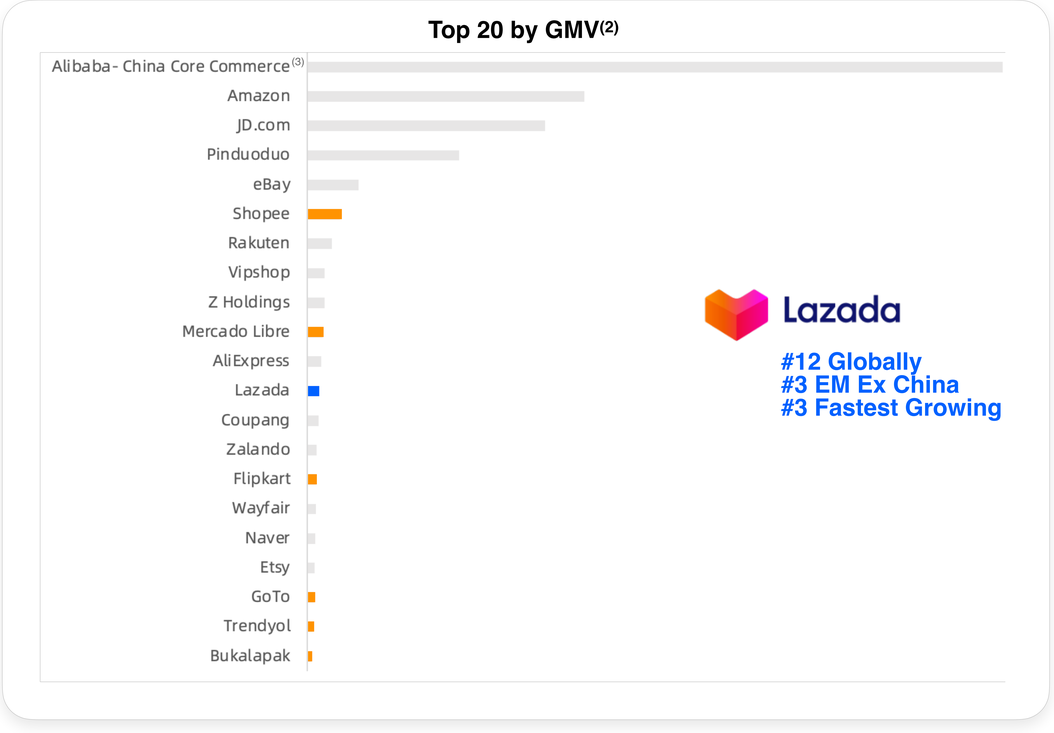
03 Our Future Ambitions

Our Comprehensive E-Commerce Platform



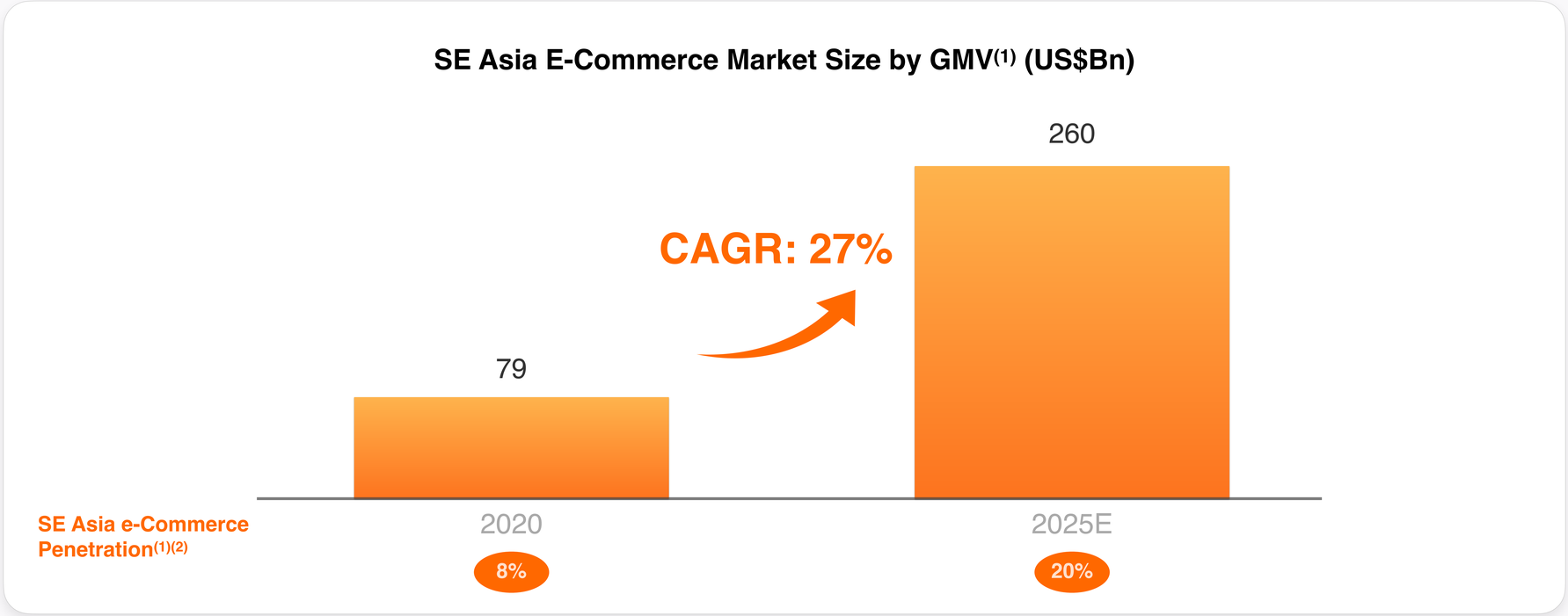
Lazada Is a Significant Global Player





Source: Internal data for Alibaba businesses; Other data based on public filings, broker estimates and market research
Notes:
1. Represents app monthly active users for the month of September 2021 based on App Annie data.
2. Represents GMV for the latest available twelve-month period. Data for Alibaba businesses are based on effective GMV for the twelve months ended September 30, 2021.
3. Alibaba China Core Commerce business includes our China Retail Marketplaces and New Retail Initiatives.
4. Including AliExpress Russia.

Our Addressable Market

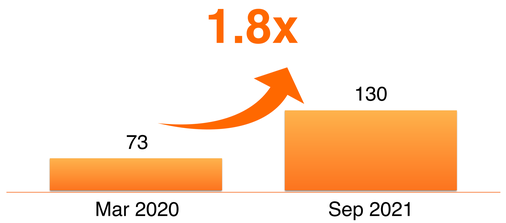


Notes:
1. For Indonesia, Malaysia, the Philippines, Singapore, Thailand and Vietnam, being the six countries that we operate in. GMV Source: Frost & Sullivan, Economist Intelligence Unit
2. E-commerce market size / retail market size, GMV Source: Frost & Sullivan, Economist Intelligence Unit

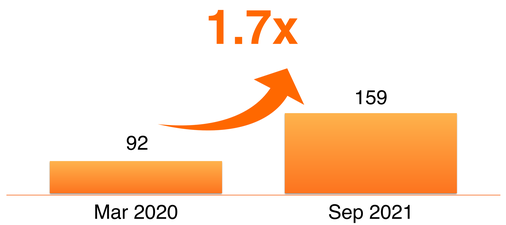
We Have Achieved Rapid Growth at Scale

Large and Expanding Buyer Base

AAC (Mn)



MAU (Mn)



Significant Scale

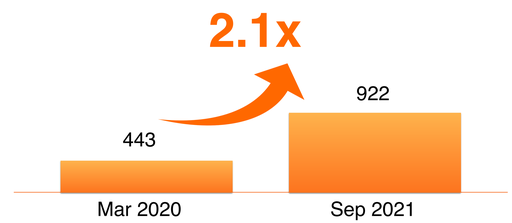
US$21Bn
LTM Sep 2021 GMV

…With Robust and Quality Growth

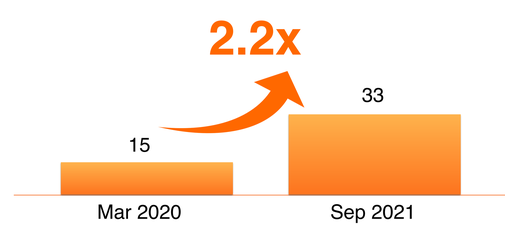
60%+
NMV Growth(1)

Rapidly Growing Seller Base

Monthly Selling Sellers (‘000s)



Monthly Active Selling SKUs (Mn)



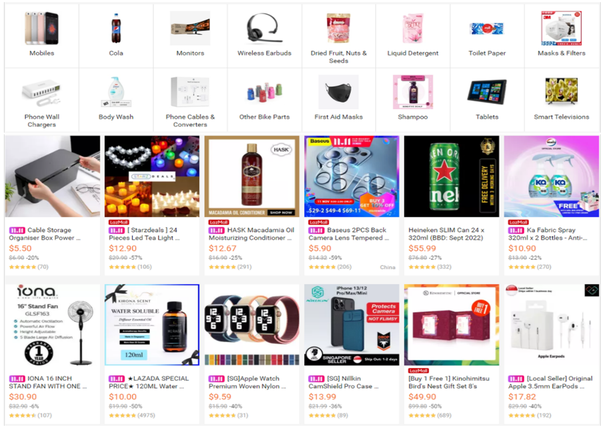
Note:
1. Growth of Net Merchandize Value According to Lazada Business Analytics for the Twelve Months Ended September 30, 2021; We Consider NMV To Be the Best Proxy for our Underlying Growth

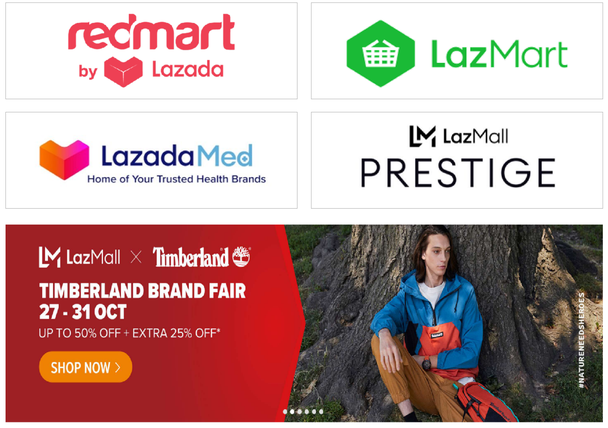
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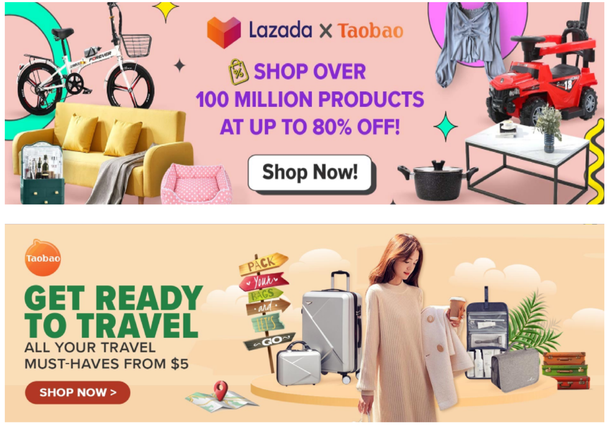
02 **Building Winning Capabilities**

03 Our Future Ambitions

Buyers - Our Comprehensive Offerings for Buyers







- Engaging in-app experience
- Mega campaigns and flash sales
- Authentic and quality products
- Value to price
- Abundant assortment
- Easy to shop
- Best-in-class logistics services
- Comprehensive payment solutions

Building Sustainable Buyer Base

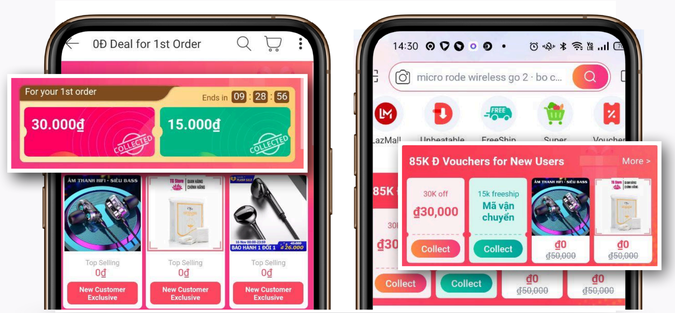
Diversify Channels for Aggressive User Acquisition

Social Network

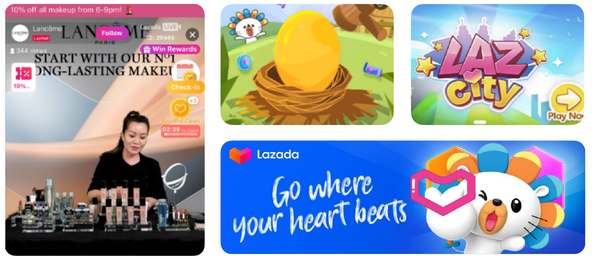
Affiliate Media Network

Lazada
Self-Owned Advertising Network

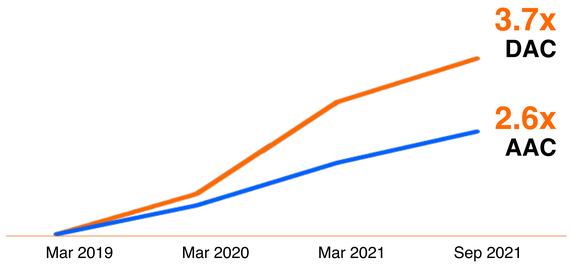
Designed Contents and Incentives Driving Higher Conversions



Engage Users With Innovative and Interactive Mechanisms

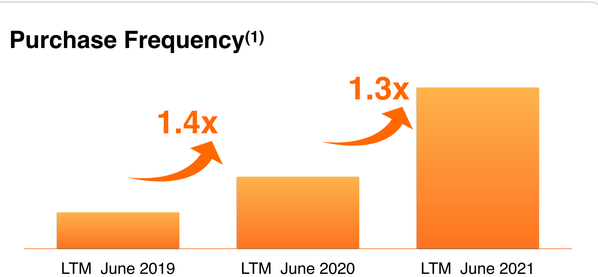


Acceleration in Buyer Engagement



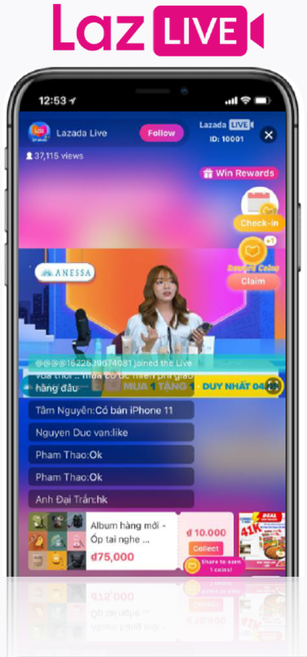
20%
Growth in Conversion Rate (2)

Buyers Are Purchasing More Frequently…



Notes:
1. Purchase Days per Month, According to Lazada Business Analytics for Six Months Ended September 30, 2021 Over Six Months Ended September 30, 2020
2. Growth in App Order/PV According to Lazada Business Analytics for Six Months Ended September 30, 2021 Over Six Months Ended September 30, 2020

Engaging Users with Livestreaming & Gamification



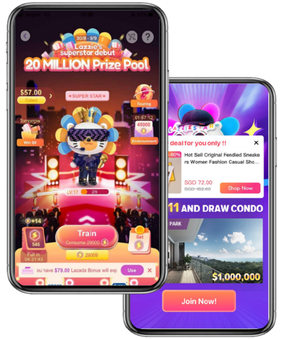
Closed Loop for in-App Purchase

The Only E-commerce platform In Southeast Asia offering the "See-Now-Buy-Now" feature

- **Showcase Products Real-Time**
- **Reach Out to New Consumers To Build Loyalty**
- **Tap Into Consumers' Behavior Patterns**

> 18Mn Views (1)
On Lazlive On 11.11 In 2021

+ 187% (2)
YoY GMV Growth From Use of LazLive on 11.11 in 2021



Campaign Games
Engaging Games To Win Prizes

Goal: Traffic Amplifier
Drive Traffic to More Brands

In-Game Brand Exposure
Leverage Game Scene for Partnerships With Brands & Sellers



Coins Games
Games To Earn Points for Vouchers

Sense of Surprise
Incentivize Users to Places Orders

Channel For Viral Marketing
Expand the Popularity of Businesses Through Messaging & Sharing

Notes:
1. In-App Page Views Through LazLive Channel, on 11.11 Campaign, 2021 According to Lazada Business Analytics for November 11, 2021
2. Increase in GMV Guided From LazLive Channel, on 11.11 Campaign 2021 Over 11.11 Campaign 2020, According to Lazada Business Analytics for November 11, 2021 and November 11, 2020

Sellers - Unique Value Propositions to Sellers & Brands

Empower and Drive Sustainable Business for SMEs



Incubate Local Brands and Partner With Large, Global Brands

Local Brands



Jane Suda
asava GROUP

Global Brands

SAMSUNG · NIKE · swatch · LANCÔME PARIS · JBL · UNDER ARMOUR

SE Asia Market Gateway for China Brands Via LazGlobal

mi xiaomi · dji · NETEL · ZANZEA High Quality Street Fashion · VERO MODA · PERFECT DIARY · POCO · UGREEN · Sougayilang

- Broad consumer reach
- Build brand awareness
- Effective platform for product launch
- Data-driven marketing solutions
- Tech-powered operating tools & solutions
- Attractive and sustainable ROI

Marketplace - A Growing Seller Community

Effective Seller Branding and Marketing for Mass Onboarding



360-Degree Platform Incubation Mechanism To Empower Seller Growth

- Traffic Boosting
- Dedicated Incubation Programs
- AI-Empowered Mass Seller Engagement
- Lazada University & Free Seminars

Strengthen Commitment and Enable Self/Intelligent Operations



- Dedicated Account Manager or Remote Service Specialist
- Business Advisor
- Customer Engagement Management
- Lazada Partner Open Platform

Onsite Sellers (1) — **98%** YoY Growth

Monthly Selling Sellers (2) — **87%** YoY Growth

Monthly US$1K Selling Sellers (2) — **77%** YoY Growth

Notes:
1. Daily Average of Onsite Sellers According to Lazada Business Analytics for Month Ended September 30, 2021 Over Month Ended September 30, 2020
2. # Of Selling Sellers and # of $1K Selling Sellers According to Lazada Business Analytics for Month Ended September 30, 2021 Over Month Ended September 30, 2020

LazMall - The Online Destination for All Brands

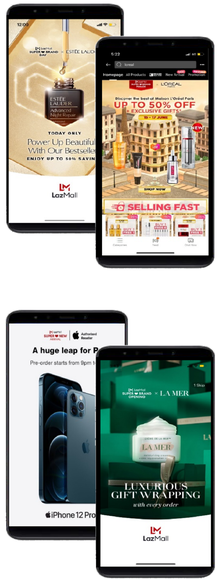
Enable Brands' Own Moment on Lazada Through Super Series

LazMall SUPER ❤ BRAND DAY

LazMall SUPER ❤ BRAND OPENING

LazMall SUPER ❤ BRAND PARADE

LazMall SUPER ❤ NEW ARRIVAL



Enable Brands and Sellers via Lazada Partners

CREO ConnectionThroughInnovation

MOMENTUM COMMERCE

INTREPID

LEAP Commerce

ada analytics · data · advertising

SCI Ecommerce

Synagie

AERO WORX

aCommerce

AIRR BRAND/CULTURE/COMMERCE

>80% [1] of Forbes' Most Valuable Consumer Brands Are on LazMall

P&G

Unilever

HUAWEI

3M

adidas

LG

LEGO

Disney

Kimberly-Clark

BOSE

ASUS IN SEARCH OF INCREDIBLE

SAMSUNG

SK-II

Note:
1. Based on Forbes Top 100 Most Valuable Brands 2020 Report

Marketing Solutions - Trustworthy Marketing & Branding Partner

• Awareness	• Interest	• Purchase	• Loyalty
Mass-Reach Shoppers on Various Platforms	Promote Hero Offerings to Targeted Users	Ensure Offerings Are Considered	Re-Target With Targeted Display To Drive Repeat Purchases
Sponsored Display	Sponsored Discovery	Sponsored Affiliate	Universal Shopping Campaign
Display Banner Ads When Users Are Browsing App	Provides Platform-Wide Visibility Boost via Search or Recommendation	Drive Sales With Lazada's Partners (Apps, Websites, Influencers, Etc.)	Provide Traffic Support During Campaigns

5.1X
LSS Revenue (1)

8-10x
Average Seller ROI (2)

Notes:
1. Revenue of all Lazada Sponsored Solutions (Display/Product/Affiliate); According to Lazada Business Analytics for Six Months Ended September 30, 2021
2. Total Revenue / Guided GMV; According to Lazada Business Analytics for Six Months Ended September 30, 2021

Infrastructure - 2nd Largest B2C Logistics Network in SE Asia..(1)

...And the Largest One Built by an E-Commerce Company

Why We Built our Own Logistics Network?

Lazada Logistics

- Superior User Experience
- Empower Sellers With Quality Logistics at Competitive Cost
- Ability To Optimize Parcel Flow, Leveraging End-To-End Data Insights
- Unique Opportunity for Future Commercial Offerings
- Long-Term Cost Savings

	Inventory Location	First Mile	Middle Mile	Last Mile
End-To-End Controlled in-House Capabilities(2)	Stored in Lazada Warehouses	~80% First-Mile Pick-Up & Sortation	Unified View of Subcontractors With **High Visibility**	~50% Last-Mile Delivery

~100% Allocation & Tracking Capability(3)

27%
Reduction in Variable Cost per Parcel(4)

5Mn
Daily Parcels Processed(5)

Notes:
1. As at December 31, 2020, in Terms of 3PL Delivery Network, by Parcel Volume. According to Lazada Business Analytics
2. Metrics as of October 2021. According to Lazada Business Analytics
3. Except for a Limited Portion of Direct Delivery by Sellers. According to Lazada Business Analytics
4. Year-Over-Year Growth for FY2021 in SE Asia. According to Lazada Business Analytics
5. Daily Parcels Processed Through Lazada Logistics in the Month of September 2021. According to Lazada Business Analytics

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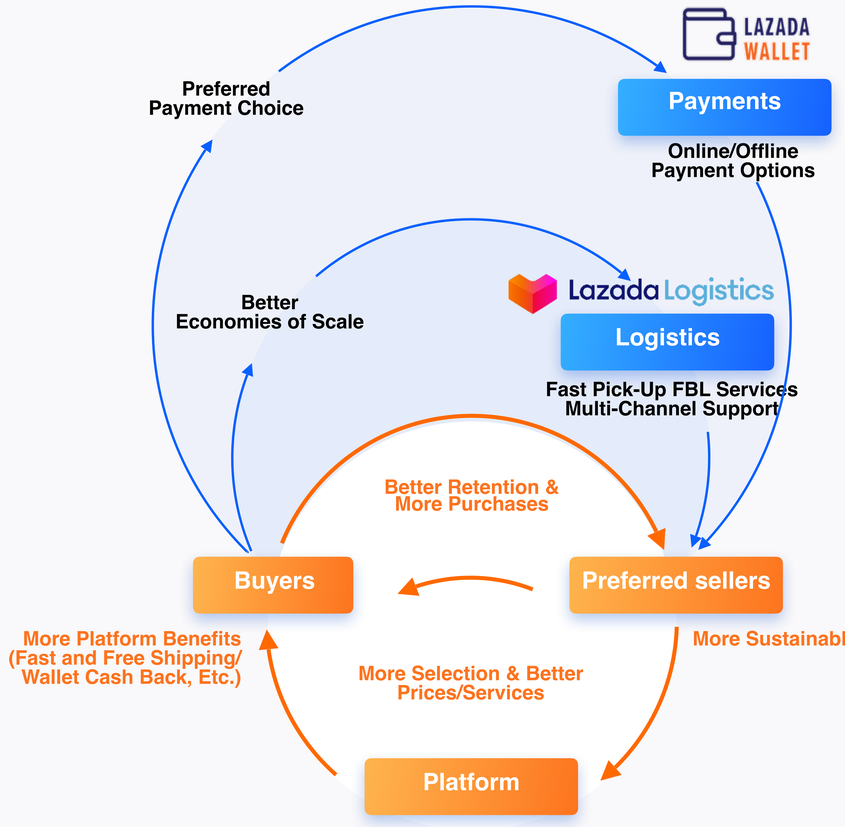
02 Building Winning Capabilities

03 Our Future Ambitions

Our Perspectives Towards the Market

	Up to now	Evolving towards
Buyers	Early Stage of E-Commerce Adoption	Focus on Quality and User Experience
Sellers	Digitalization at Infancy	Automated, Increasingly Sophisticated, Efficient and ROI-Focused
Infrastructure	Underdeveloped Across the Board	Reliable and Scalable Logistics, Payments and Technology

Well-Positioned to Win with Continuous Value Creation



Payments / Wallet

- Payment Digitalization
- Digital Wallet Coverage
- Open-Loop Wallet for Online - Offline

Logistics

- Sellers: Fast Pick-Up Service and Free Shipping
- Top Sellers: Fulfillment by Lazada (FBL)
- Loyal Customers: Free Shipping and Fast Delivery

Core Commerce

- Build Frequent Buyer Base
- Develop Preferred Sellers
- Build Sustainable Revenue Streams

Key Sustainability Impact Initiatives

Reducing Plastic Waste

PHASE 1
Reduce Plastic

PHASE 2
Eliminate Plastic

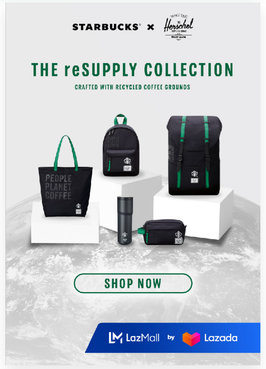
PHASE 3
Closed-loop Recycling

1. FSC-certified carton box
2. Reused shredded cardboard filler
3. Masking/ kraft tape (FSC option is available in selected markets only)

Sourced Locally To Obtain Best-Value Pricing and Reducing Shipping Footprint

FSC www.fsc.org RECYCLED





Closing the Digital Divide

First e-commerce service to offer fresh lychees from Northern Vietnamese farmers via Vietrade National Trade Promotion Program

VIETRADE × Lazada



Our Vision

- Serve **300Mn+** Consumers
- Achieve **US $100Bn** GMV
- **Be the Best at Enabling Brands and Sellers To Digitalize Their Commerce**


To Make It Easy To Do Business Anywhere
让 天 下 没 有 难 做 的 生 意
Alibaba